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PHILIP MORRIS MANAGEMENT CORP. INTER-OFFICE CORRESPONDENCE 120 PARK AVENUE, NEW YORK, NY 10017-5592

TO:

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DATE:

March 12, 1996

FROM:

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SUBJECT: Management Committee Meeting Agenda

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The agenda for the two day Management Committee Meeting, March 21 and March 22, is as follows:

Thursday, March 21, 1996

- 9:00 Introduction (10 minutes)
- 9:30 Worldwide Food (10 minutes)
- 10:00 KFI (30 minutes)
- 11:00 KFNA (30 minutes)
- 12:00 Miller (20 minutes)
- Lunch Break
 - 1:30 PMI (40 minutes)
 - 2:30 PM USA (40 minutes)
 - 3:30 The Consolidated Financial Plan (25 minutes)

Friday March 22, 1996

- 9:00 Worldwide Operations & Technology (25 minutes)
- 10:00 Regulatory and Legislative Update (30 minutes)
- 11:00 Legal Update (60 minutes)
- Lunch Break
 - 1:30 Key Strategies and Issues (30 minutes)
 - 2:30 Shareholder Value (15 minutes)
 - 3:30 Conclusion & Discussion

The times in this agenda are tentative. You should make yourself available from 9:00AM to 5:00PM each day. In this agenda we have provided time after each presentation to allow for questions and comments. The minutes in brackets is the length of your actual presentation.

Later this week the DRAFT Plan Book will be sent out under separate cover. Please read it and return it at the meeting with your comments. Do call if you have questions about this meeting or the Sea Island meeting. More information about the Sea Island meeting will be communicated later. As a reminder, we have scheduled rehearsals from 8:00AM to 1:00PM on March 29, April 2, 9 and 18.

And